

A CASE STUDY OF FEE-FOR-SERVICE ACTIVITY

NOVA Private Industry Council

Sunnyvale, California

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Prepared for the Fee-for-Service Project

Regional Employment Board of Hampden County, Inc.

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Hampden County REB Fee-for-Service Project

CASE STUDY REPORT ON THE NOVA PIC

Background.

NOVA is an acronym derived from **N**Orth Santa Clara **V**alley, California. NOVA's Service Delivery Area consists of six cities located about 40 miles south of San Francisco in the heart of what is called "Silicon Valley." The SDA's population is about 435,000 and growing steadily. Santa Clara County's population has increased by over 20% in the last fifteen years.

The area's economy is dominated by high-tech electronics, biotechnology, telecommunications and defense contractor firms. Lockheed/Martin, Hewlett-Packard, and Apple Computer are major employers. There are also thousands of smaller firms which provide sub-assemblies, software and specialized services to the industry leaders.

Employment in Silicon Valley is very volatile. Firms grow rapidly to exploit new technology and often downsize just as rapidly as their products become obsolete. The local workforce tends to be well-educated and affluent. Median family income is over \$50,000 per year. Although unemployment rates have varied widely in the last ten years as a result of the industrial growth and downsizing, the number of families living in "permanent" poverty is small.

Over the years, the NOVA Private Industry Council has evolved a distinctive set of services designed to meet the unique needs of its volatile labor market, especially the need to provide smooth re-employment transition services to the high-tech workers who make up the majority of the agency's potential customers. Fee-for-service activities are one part of NOVA's overall strategy for accomplishing this goal.

NOVA's JTPA Title II allocation is quite small--the third smallest of California's fifty-two SDAs. Since 1982, therefore, NOVA has actively and successfully sought additional funding from various federal, state and local government programs, foundations, and the private sector. As a result, the NOVA PIC currently receives income from a large number of sources. In FY 1996, for example, the agency's total budget was over \$14 million. In that year, NOVA received \$3.5 million in JTPA allocated grants, of which \$1.1 million was for Summer Youth Programs. In addition to this, NOVA received \$9.1 million from JTPA discretionary grants, almost all of which was Title III Dislocated Worker money, and \$1.3 million in non-JTPA funds. Of this last amount, \$230,000 was income from fees charged directly to customers. (All of these numbers include some carry-in from previous years.) NOVA's 1997 Strategic Plan calls for renewed efforts to "expand core services and enhance market opportunities" through grantsmanship and fee-for-service activities.

Development of Fee-For-Service Activities.

In 1988, Advanced Micro Devices (AMD), a leading manufacturer of integrated circuit "chips" was closing obsolete plants and restructuring its business. The firm requested NOVA to provide individualized assessment and retraining for a large number of its incumbent workers to prepare them for possible transfer to new jobs within the company. NOVA agreed, not wanting to disappoint a good customer that they had worked with in the past, although the agency had no existing grant resources to cover the costs associated with the project. Eventually a deal was struck in which AMD itself agreed to reimburse NOVA's costs.

Although this fee-for-service arrangement seems obvious now, at the time it prompted a spirited discussion among NOVA staff and PIC members. Eventually the PIC reached a consensus that fee-for-service activities were compatible with NOVA's public service mission under three conditions:

1. The services being "sold" were such that a customer could not easily obtain them from another locally available source.
2. The services being sold could not be financed through any of NOVA's traditional grant funding.
3. The services could be provided without interfering with the staff's regular (free) public-service duties.

These principles still govern NOVA's fee-for-service philosophy. NOVA feels that its primary mission is to provide workforce development services to meet the needs of its customers. If these services cannot be financed in any other way, then the agency will charge a fee--almost as a last resort--rather than disappoint a customer by not providing a needed service. Even today, when NOVA's fee business brings in a quarter million dollars a year, the PIC remains adamant that NOVA's main business is not to "make money."

Fee-for-service Activities.

NOVA's fee-for-service income varies from year to year. (It has been as high as \$1 million.) In a typical year, however, fee income averages about \$350,000. Over two-thirds of this amount (or about \$250,000) results from activities involving corporate downsizing and outplacement of workers. The balance comes from a variety of activities and services including incumbent worker assessment, testing and training; specialized labor market research studies performed for local firms and for other agencies; basic skills and ESL training; sale of books and materials; and administrative fees charged to firms to manage re-training grants received from California's state-funded Employment Training Panel.

Virtually all of NOVA's fee-for-service income is paid by employers. NOVA will provide assessment, testing and other job-search assistance to "walk-ins," but this amounts to less than 1

percent of total FFS revenue. Of course, the majority of walk-in clients are eligible for JTPA Title II or Title III services and are charged nothing.

NOVA's major fee service is called STAR--Skills Testing, Assessment and Reemployment. It consists of specialized individualized assessment, labor market information, counseling and job search assistance, including resume development and interviewing skills. Often this entails teaching laid-off high-tech workers how to market their existing skills using the latest terminology and hot buzz words that resonate with new or expanding firms. Over the years, NOVA has assisted the employees of many large silicon valley firms make the difficult transition to new jobs.

- * In 1991, Advanced Micro Devices again restructured itself, resulting in the layoff of over 500 employees. All potential layoffees were tested to see if they qualified for new jobs within the company. Only 4 employees passed the test. One hundred fifty employees were sent to a special retraining program at the local community college. NOVA was hired to help the remaining 350 employees who would have to find new jobs outside of AMD.

The outplacement program ran for fifteen months in 1992-93. NOVA staff worked three shifts per day at an outplacement center set up at AMD's facility providing assessment, case management, job search and referral to (company paid) training and education programs. Eighty percent of the 350 layoffees obtained new jobs within 90 days of entry into the program. The total cost was over \$750,000 completely paid by AMD. AMD management today praises NOVA's efforts profusely, saying "They did this job better than we could have done with our own staff. They treated our employees exactly as we would have--with compassion and dignity."

- * Lockheed/Martin builds missiles and satellites in Sunnyvale and its business has been much affected by the end of the Cold War. Between 1992 and 1995 a NOVA-staffed outplacement center served over 4000 departing employees. During this period NOVA had 16 full time staff on-site at Lockheed. Most of the costs of this project were covered by federal EDWAA and Defense Conversion grants, but Lockheed paid NOVA over \$75,000 in direct fees for special customized services that could not be charged to these grants. Lockheed has now engaged NOVA to set up and administer retraining programs for some of its remaining employees funded with California state grants.
- * GTE Corporation engaged NOVA in 1993 to provide on-site workshops and "transition skills" to 700 employees under a voluntary "buy-out" program. NOVA is also currently administering a retraining program using a curriculum designed by GTE for remaining workers.
- * Siemens Corporation also has set up a retraining program for 200 employees administered by NOVA that began in March, 1997.

Administration of Fee-for-service Activities.

- * *Pricing.* NOVA's fees are set by calculating costs and adding 15% overhead and 15% "profit." Most costs are for staff time. Some services are priced by the "staff hour." Workshops and seminars have a unit price depending on length, complexity and number of attendees. A letter containing NOVA's most current fee schedule is attached to this report.
- * *Staffing.* Fee services are delivered by the same staff as deliver free services to eligible job seekers. NOVA has no special staff unit to provide fee services; however, some staff members may be assigned to provide fee services exclusively for long periods of time when NOVA is asked to set up "in-plant" outplacement centers for their customers, as mentioned above. In such cases the staff often "work around the clock" to provide reemployment services to workers on the afternoon and nighttime shifts.
- * *Accounting.* NOVA is administered by the City of Sunnyvale, the local JTPA grant recipient. The Sunnyvale municipal accounting department handles the agency's financial affairs, including sending invoices to customers. Each fee-for-service project has a unique account number to which direct costs such as staff time and materials are charged. Overhead costs are allocated according to a standard formula. User fees of all types are an important source of revenue to the City and its finance department evidently handles NOVA's accounts with aplomb.
- * *Audits.* NOVA's fee-for-service activities have been audited many times by the State of California, the ETA Regional Office and by independent CPAs. The agency reports never having had a problem with state or federal regulations or cost accounting protocols.
- * *Use of Profits.* Since they have been generated using non-JTPA resources, NOVA does not consider its "profits" to be "grant income" under the JTPA definition. The agency currently has a surplus of about \$170,000 in its FFS account. It plans to use this to expand its FFS activities and develop new fee services. It does not plan to use this money to increase grant funded services.
- * *Competition.* NOVA says that there has never been a complaint from either private or public "competitor" firms or agencies about their FFS activities. Support from their community to continue these activities seems very solid. NOVA has built many partnerships with potential competitors, particularly as they develop a One-Stop service delivery system. They have used their One-Stop "System Building" Grant to strengthen these partnerships.

Marketing and Customer Satisfaction.

NOVA has received far more fee income than the average JTPA agency. Yet their attitude toward fee-for-service activities seems almost casual. They have never had a strategy "to go out and make money." The NOVA PIC is in fact strongly opposed to this idea. NOVA's primary mission is to serve its customers. Only when no other way to finance the requested services is possible will the agency charge fees.

Therefore, NOVA has not in the past deliberately marketed its FFS activities. Most of its employer customers are firms who had originally built a relationship with NOVA as a provider of traditional JTPA Title III Dislocated Worker programs. These firms wanted something extra or something special that grant funding would not cover and so were willing to pay for it themselves. NOVA does not send out marketing brochures but it has developed a number of "fact sheets" describing STAR and its other outplacement and re-employment services. Several of these are attached to this report.

NOVA's customers are for the most part very satisfied with NOVA's performance and praise the agency highly for its competence, flexibility, willingness to listen to the customer's problems and sensitivity in dealing with the trauma of worker dislocation. Silicon Valley employers tend to be "people" people. They recognize the importance of human capital to their bottom lines. They are concerned that any laid-off workers be treated well in a non-bureaucratic way. (After all, they may need to hire them again sometime.) NOVA has adapted to (and adopted) this unique "corporate culture" very successfully--and this is the key to the agency's success in its fee-for-service activities.

Future Plans.

The NOVA PIC feels that fee-for-service should remain a small part of their overall activities. They do not see it accounting for more than 15% of the agency's total budget in the next five years. "Of course," they say, "if JTPA went away tomorrow, we would move to increase fee revenues to insure the agency's survival. NOVA plays a valuable role in our local economy; we wouldn't want to give that up."

Uncertainty over the future of JTPA may have been one reason why NOVA conducted a marketing study in the summer of 1996. A consulting firm interviewed human resource managers from 70 local firms employing over 100 people. The main objectives of the survey were to determine 1) Is there an ongoing commercial market for NOVA's current employment services; 2) Do firms have other workforce development needs that NOVA might help satisfy and 3) Will NOVA's good reputation in the "outplacement business" encourage firms to engage NOVA to perform other types of workforce development services.

The study's findings are relevant not only for NOVA, but for other One-Stop Centers who are exploring fee-for-service activities or employer-oriented programs.

- * The human resource managers surveyed do indeed contract or "outsource" many functions such as recruitment, testing, training and outplacement to independent consultants or other service agencies. There are a great many of these independent consultants and competition among them is fierce. HR managers are inundated with advertising and promotional materials.
- * These HR managers are generally unhappy with the quality of services they receive from independent contractors because the services are too "generic" to be of use to their firms. What HR managers need and want are *customized* solutions to their own *specific* problems. "I need someone who understands my unique needs."
- * HR managers will not buy "packaged programs." They will buy "quality thinking" from people they trust with whom they can work together to solve specific problems.
- * NOVA--or any other One-Stop agency--must sell *itself* by building trust among potential customers based on past experiences, case studies and letters of recommendation. NOVA must prove that it can recognize and solve unique and confidential problems in close cooperation with its clients.
- * To expand its business, NOVA should start with those (relatively few) firms with whom it is already a trusted partner and then talk about new or expanded relationships.

NOVA is currently digesting these recommendations. The agency is considering hiring a Marketing/Sales manager in 1997, someone who can devote full time to "building trust among potential customers." NOVA would use its surplus FFS reserve funds to pay for this new staff member.

Lessons from NOVA's Success.

- * NOVA is an agency which broke out of its traditional service mold to meet the unique needs and circumstances of its local labor market. This led it to aggressively seek new funding sources--mostly discretionary grants, but fee income as well.
- * NOVA's PIC is well representative of the local employer community, understands that community's wants and needs, and keeps the agency staff focused on satisfying them. NOVA's need to bring in "outside" funding has never allowed it to forget the real world.
- * NOVA recognizes employers as its major customers. It has become very sensitive and accommodating to the needs of those customers. "We never like to say no. We will find a way to meet their needs (and to pay for it)." This flexibility and willingness to listen to customers makes NOVA particularly effective at delivering its services.
- * NOVA's staff would say that their experiences in delivering fee-paid services has heightened their awareness of the needs of customers and the importance of customer satisfaction with the services delivered. This experience in turn has strengthened the agency's sensitivity to its public, non-fee-paying customers as well.
- * NOVA reflects the distinctive laid-back-yet-competitive "culture" of its high-tech employer customers. The NOVA PIC--dominated by representatives of those high-tech firms--insists on it. This makes NOVA's customers trust them--far more than they might trust the average "government agency." And this in turn leads to customer satisfaction and repeat business. The Silicon Valley employer community is "clubby." NOVA, by dint of effective performance and acculturation, is a full-fledged member of the Club.

Attachments:

- * Letter of February 14, 1997, with prices for NOVA services.
- * Fact Sheets on NOVA Programs:
 - Fee-Based Out-placement Services
 - Rapid Response
 - STAR Services
 - Placement Pool - No Fee Employee Recruitment Services

February 14, 1997

Manager of Corporate Staffing
_____ Corporation

Sunnyvale, CA 94088-3470

Dear _____:

NOVA Private Industry Council is pleased to present this proposal for employment and training services at _____ Corporation.

This proposal is an updated price list of NOVA services as previously discussed by _____ Corporation. There has been an overall fee increase for NOVA services which is reflected below.

NOVA is flexible in customizing our services to meet the needs of your company and of your employees. We are open to discussing alternatives to this proposal.

Career Transition Center Manager **\$1700.00 per week** (\$1900 is the usual price)

- coordination of all career center services
- job search skills counseling/resume review
- assistance in the coordination of Career Fair and Job Fair

Re-Employment Services Counselor **\$1575.00 per week** (\$1750 is the usual price)

- coordination of resume process
- individual resume review/consultation

Workshops

* **2 Day Workshop** **\$1,575 per workshop** (\$1750 is usual price)

- Interactive 2 day workshop for up to 20 participants
- second facilitator to assist where needed
- covers all areas of job search including:
Transition Job Search Strategies Resumes Interviewing

* **3 or 4 Hour Workshops** **\$300.00 (3 hrs.)**

- Hands-on 3 or 4 hour workshop for up to 20 participants
- custom design to meet needs of employer and participants **\$400.00 (4 hrs.)**
covers specific areas of job search including:
Transition Job Search Strategies Resumes Interviewing

Customized Workshops

*** Resume Workshop \$400 per workshop**

- 3 hour workshop
- presentation and discussion of resumes
- individual resume critique with a second facilitator to assist during critique portion of workshop
- maximum number of participants is 15

NOVA can also set-up individual appointments for:

- further critique of resume **\$50.00 per hour**
- one-on-one assistance in the creation of a resume **\$125 .00**
including word-processing services (based on 2.5 hrs)

*** Mock Interviewing Workshop \$300.00 per workshop**

- interviewing techniques for powerful impact
- videotaping of a mock interview with feedback
- maximum number of participants is 5

*** Negotiating the Offer \$400.00 per workshop**

- 3.5 hour workshop
- in-depth discussion of negotiation tips & techniques
- role play of negotiation scenarios
- minimum / maximum number of participants is 6 - 15

Brown Bag Seminars \$150.00 per seminar

(60-90 minute presentations usually during the lunch period)

- creation and presentation of seminar by NOVA
- coordination of a presenter on the specific topic

Vocational Assessment Counselor(s) \$225.00 per person

- one-on-one vocational assessment for all interested individuals including testing as needed, discussion of goals, development of an Employment Plan, and referral to appropriate resource

Please note that dislocated workers may also be eligible for all or part of the re-employment services provided by NOVA and funded by the U.S. Department of Labor at no cost to the participant or the employer. In order to determine eligibility you can contact me at (408)737-4925. Please do not hesitate to call if you have questions regarding this proposal. I look forward to our continued partnership!

Sincerely
Laura Caccia
Program Supervisor

cc: Cathie Cave, Purchasing

NOVA ~ Easing the burdens of HR professionals while helping to put individuals back to work.

FEE-BASED OUT-PLACEMENT SERVICES

Expert Assistance With a Proven Record of Success

EASING STRESS ON PERSONNEL AND BUDGETS

Work force reorganization confronts you and your employees with several major challenges. Faced with budget limitations, your Human Resources Department bears the burden of planning and executing out-placement services in addition to its other duties. HR personnel must deal with their own rising stress levels while they seek to aid an often shocked and disheartened work force.

NOVA eases stress on both your HR budget and personnel with sophisticated, proven out-placement services. HR staffs maintain their productivity, concentrating on their regular duties as NOVA handles the burden of out-placement. NOVA also offers assistance in securing funding resources for retraining existing workers to adapt to new technologies and maintain your company's competitiveness.

NOVA expertise offers your dislocated workers new hope through a variety of time-tested services, including:

- * Workshops to help employees manage transition.
- * Assessment of vocational aptitudes, setting of realistic goals and development of workable plans to achieve them.
- * Job search skills for effectively reentering the labor market.

NOVA provides these services for reasonable fees when employers are not eligible for government funding.

PUTTING PEOPLE TO WORK AGAIN

NOVA offers both you and your dislocated workers crucial support during a trying period.

NOVA's track record for helping individuals find jobs is impressive throughout Silicon Valley. Moreover, the use of NOVA's out-placement services demonstrates a company's commitment to its people, raises the faltering morale of both dislocated and remaining workers, and helps maintain a positive image in the community.

AN EXPERIENCED, PROFESSIONAL STAFF

Dislocated workers receive expert, caring assistance from reemployment professionals committed to client success and empowered to help achieve it. Highly experienced -- many possess advanced degrees -- NOVA counselors take pride in guiding reemployment efforts in a practical, results-oriented direction.

CUSTOMIZED SERVICES AND COMPETITIVE FEES

Having provided out-placement services to the heart of Silicon Valley since 1983, NOVA understands the challenges faced by employers. To provide meaningful solutions, NOVA will

tailor programs to meet your company's individual needs, including the requirements of both exempt and non-exempt workers.

NOVA out-placement services and competitive fees truly offer employers leading-edge quality and outstanding value that maximize your cost-effectiveness.

OUT-PLACEMENT SERVICES FEE SCHEDULE

VOCATIONAL ASSESSMENT

Includes analysis of vocational aptitudes, interests, values, transferable skills, English language skill levels, personality style and/or management style.

Assessment & Follow-up. Individualized assessment and one-on-one counseling to discuss results and develop a practical reemployment plan. *\$175 per person*

REEMPLOYMENT SERVICES

A job search workshop series, including transition management, resume and application development, job search strategies and interviewing skills.

Workshop Series at NOVA. Detailed development of new resumes or review of existing resumes, job search strategies for approaching new or existing job markets, and videotaped practice responding to interview questions for making a positive impression. *\$100 per person*

Resume Lab. Following the resume portion of the Workshop Series, clients may obtain additional assistance, including a one-on-one session with a professional employment counselor, to further develop a high-quality, results-oriented resume. *\$85 per person*

Reemployment Center. Support services for active job seeking, including access to computers, telephones, job listings and labor market information. *\$100 per person*

ON-SITE GROUP WORKSHOPS

NOVA customizes group workshops and resume labs, and can schedule them at employer sites for maximum employee accessibility. Materials are targeted to each group's specific background and needs. *\$1,000 per group*

Services can be delivered at hours best suited to you and your employees.

For more information, call (408) 730-7232.

Your first resource for planning effective out-placement strategies as you reorganize.

RAPID RESPONSE

Downsizing Consultation, Planning And Assistance

A UNIQUELY EXPERIENCED, DISCRETE RESOURCE

Work force reorganizations, layoffs and closures affect company morale and consume burdensome quantities of Human Resources Department time, effort and budget. NOVA's Rapid Response Team offers you an immediate, comprehensive overview of the resources available to you to point your efforts in the right direction.

NOVA's Rapid Response Team possesses a vast knowledge of Silicon Valley transitional challenges and opportunities. By knowing what works and where to turn for additional assistance, Rapid Response Team members can help you minimize stress and maximize results.

NOVA's recent in-depth experience in providing resource information to companies undergoing work force transitions includes:

- AMD
- Amdahl
- Apple
- GTE
- FME
- Lockheed
- Memorex
- Moffett Field
- National Semiconductor

NOVA stands prepared to help you from the outset—and always with complete discretion.

DEVELOPING TRANSITION TEAMS

Maintaining effective lines of communication can be difficult during times of transition. NOVA utilizes its expertise prior to or following your announced layoffs to help your company put together responsive Transition Teams as needed.

Early consultation with NOVA can help you avoid rumors and the costly damage control that follows them, maximize worker-management cooperation, maintain employee morale, and maximize productivity under trying circumstances.

A VARIETY OF HELPFUL SERVICES

NOVA's Rapid Response Team can help you take advantage of a number of services critical to the success of your company's efforts, including:

- * Accessing grants, federal programs and defense conversion programs to reduce costs.
- * Coordinating efforts with the California Employment Development Department, Department of Commerce and other California business retention programs as well as local governments.
- * Contacting the State unemployment office for a clear understanding of available benefits for your employees.
- * Establishing Transition Teams.

- * Meeting with workers—daytime, swing or graveyard shift—to help you communicate the full range of NOVA reemployment services they can access, including vocational assessment, # retraining and job search skills.
- * Providing you with current local labor market information to communicate to your dislocated workers.

PROFESSIONAL, ACCOMPLISHED STAFF

NOVA's Rapid Response Team members are committed to client success and empowered to help achieve it. Professionals experienced with downsizing efforts in Silicon Valley, they provide the necessary expertise to help your company work through the transition process by planning effectively, reducing stress on your Human Resources Department, bolstering employee morale and helping you guide dislocated workers towards practical, effective reemployment efforts.

For more information, call (408) 730-7232.

Comprehensive out placement services to help your dislocated workers reenter the work force.

STAR SERVICES

Skills Testing, Assessment and Reemployment

MAXIMIZING OPPORTUNITIES WITH A FOCUSED JOB SEARCH STRATEGY

NOVA's STAR Center helps your company get dislocated workers back to work—and enables you to raise the morale of existing employees and your community by demonstrating your concern.

Operating under the federal Job Training Partnership Act (JTPA), STAR assesses individuals' skills leading to the development of individually customized reemployment plans. You enjoy proven, cost effective results.

STAR services include:

- * Individually customized vocational assessment.
- * Analysis of the job market and specific employment opportunities.
- * Interview skills.
- * Resume development.
- * Job-finding skills.
- * Transition workshops for successfully managing change.
- * Vocational training and/or skills enhancement.
- * On-the-job training.
- * Verification of Dislocated Worker Status for federal education grant opportunities.

PROFESSIONAL, ONE-ON-ONE COUNSELING

Your dislocated workers receive expert, caring assistance from reemployment professionals committed to client success and empowered to help achieve it. Many NOVA counselors possess advanced degrees. All take part in ongoing training. As a result, they provide in-depth, long-term client/counselor relationships that bolster worker confidence and point reemployment efforts in a practical, results-oriented direction.

ON-SITE AND OFF

The STAR Center in Sunnyvale provides initial counseling and complete vocational assessment. Individuals also enjoy access to:

- * Job search facilities, including telephones, computers, job listings and a resource library.
- * A career networking program for professionals, pooling individual resources to collectively improve reemployment prospects.
- * Automated resume services providing employers with free referrals of qualified individuals.

NOVA will also customize assessment, job search workshops and resume services, and provide them at your site when appropriate and practical.

VOCATIONAL ASSESSMENT

Includes analysis of vocational aptitudes, interests, values, transferable skills, English language skill levels, personality style and/or management style.

Assessment & Follow-up. Individualized assessment and one-on-one counseling to discuss results and develop a practical reemployment plan.

REEMPLOYMENT SERVICES

A job search workshop series, including transition management, resume and application development, job search strategies and interviewing skills.

Workshop Series at NOVA. Detailed development of new resumes or review of existing resumes, job search strategies for approaching new or existing job markets, and videotaped interview practice to make a more positive impression.

Resume Lab. Following the resume portion of the Workshop Series, clients may obtain additional assistance, including a one-on-one session with a professional employment counselor, to further develop a high-quality, results-oriented resume.

Reemployment Center. Support services for active job seeking, including access to computers, telephones, job listings and labor market information.

Case Management. Long-term one-on-one counseling and support for achieving employment goals up to and beyond job placement.

ON-SITE GROUP WORKSHOPS

NOVA customizes group workshops and resume labs, and can schedule them at employer sites for maximum employee accessibility. Materials are targeted to each group's specific background and needs.

Services are available on a fee basis when funding is not available and can be delivered at hours best suited to you and your employees.

For more information, call (408) 730-7232.

One-stop source of pre-screened and qualified engineers, managers, clerical and line personnel.

PLACEMENT POOL

No-Fee Employee Recruitment Service

HUNDREDS OF QUALIFIED PEOPLE

Silicon Valley possesses a large, comprehensive pool of talented individuals seeking work. NOVA's Placement Pool automates the recruitment process. It provides a one-stop resource of hundreds of qualified people with strong job histories and upgraded skills, including:

- * Skilled engineers and managers recently out-placed from prominent companies.
- * Experienced clerical and shop floor personnel.
- * Graduates from a variety of occupational training programs.

You maintain high work force standards by quickly accessing these outstanding personnel before they are hired by competitors.

INSTANT PRE-SCREENING

NOVA's computer database saves you valuable time. It contains detailed information, including complete resumes, on every individual. In seconds, NOVA searches for and finds workers with the qualifications employers need.

Within hours, you can review resumes and set interviews with people ready to make outstanding contributions to your company.

NO FEE AND TOTAL EMPLOYER CONTROL

NOVA's Placement Pool services are free to employers. Always, you may choose whether or not to interview and/or hire any recommended individual from NOVA's database. Without question, the NOVA Placement Pool offers you timely, convenient, cost-effective employee recruitment.

For more information, call (408) 730-7232.